

# **PERFORMANCE MEASUREMENT**

## **The North Carolina Local Government Performance Measurement Project**

This section summarizes the results from the North Carolina Local Government Performance Measurement Project (the “Performance Measurement Project”) for the City of Salisbury. The following pages present performance and cost information for the City of Salisbury in comparison with the thirteen other cities participating in the project along with explanatory information about the services. This information is reprinted from the Institute of Government report entitled “North Carolina Local Government Performance Measurement Project – Final Report on City Services for Fiscal Year 1998-99 Performance and Cost Data”, dated February 2000. Specific information on the other cities’ results and a discussion about the performance measures can be found in the official publication.

### **The Performance Measurement Project**

The Performance Measurement Project is an ongoing effort by several cities and counties in North Carolina to measure and compare local government services and costs. The City of Salisbury is a participant in the Performance Measurement Project, which includes the cities of Asheville, Cary, Chapel Hill, Charlotte, Durham, Garner, Greensboro, Hickory, Raleigh, Shelby, Wilmington, Wilson, and Winston-Salem. Coordinated by the Institute of Government, the report analyzed the following local services: residential refuse collection, household recycling, yard waste and leaf collection, street pavement maintenance, fire, emergency communications, police patrol and police investigations. Other local government services such as building inspections will be added to the project scope in future years.

The purposes of the Performance Measurement Project are:

- To develop methods that North Carolina’s cities and counties can use in their efforts to measure and assess the performance and costs of public services and test and refine these methods by applying them to a select group of local government services.
- To produce reliable data that the participating local jurisdictions can use to assess the performance and costs of the services studied in the project.
- To provide information to help local governments identify performance benchmarks as well as innovative or improved methods of service delivery.

By participating in the Performance Measurement Project, local governments have comparative performance and cost data to track their performances and costs in relation to other local governments along with their own past performances and costs. By using the information, local governments can hopefully provide their services more effectively and efficiently.

### **Performance Measurement for the City of Salisbury**

The City of Salisbury has committed to continuing in the North Carolina Local Government Performance Measurement Project in FY2000-01 and beyond. As shown in the Budget Message on page vi, Outcome #11, goal 1 is to participate in statewide programs with other cities to establish performance standards. Every City department has been challenged to develop meaningful performance measurements as a benchmark for improving services to our citizens.

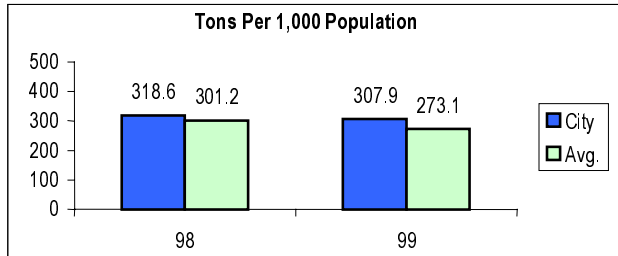
# Salisbury

## Residential Refuse Collection

FY 1998-99

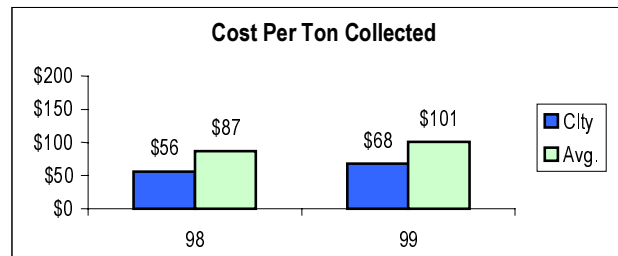
### FISCAL YEARS 1998 & 1999

Workload Measure



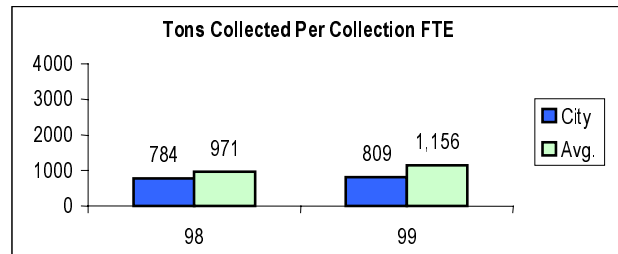
n = 13

Efficiency Measure



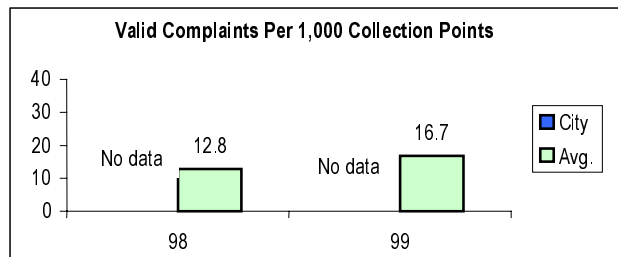
n = 13

Efficiency Measure



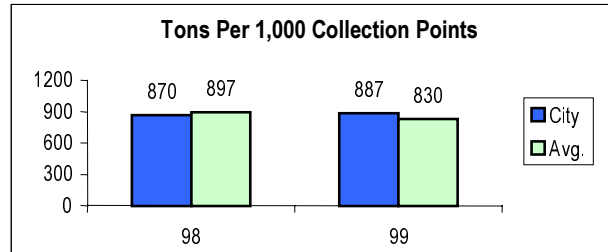
n = 12

Effectiveness Measure



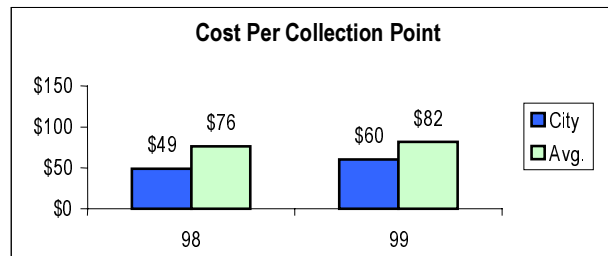
n = 8

Workload Measure



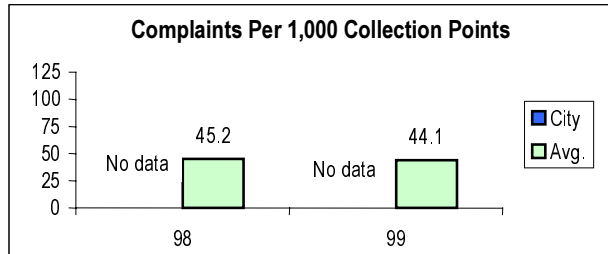
n = 13

Efficiency Measure



n = 13

Effectiveness Measure



n = 8

# Salisbury

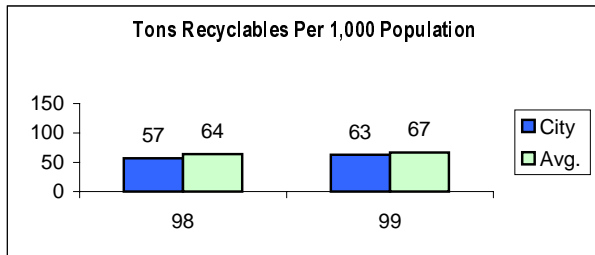
## Residential Refuse Collection

FY 1998-99

CITY PROFILE		EXPLANATORY INFORMATION
Population (State Planning as of 1998)	26,792	<b>Service Level and Delivery</b> Salisbury provides residential refuse collection services once per week at curbside. Backyard collection service is provided for handicapped and disabled customers only. The city charges a landfill fee of \$2.96 per month.
Land Area (Square Miles)	17.8	
Persons per Square Mile	1,509	
Topography	Gently Rolling	
County	Rowan	
Climate	Moderate; Some Snow & Ice	The city employed six crews during FY 1998-99, three composed of one driver and one collector and three composed of one driver. Six semi-automated packers were used during the fiscal year. Sixteen collection routes were used with an average trip per route per day to the transfer station of eight miles.
Median Family Income (HUD Estimate for County-4/98)	\$39,200	
<b>FULL COST PROFILE</b>		<b>Conditions Affecting Service, Performance, and Costs</b> The city of Salisbury does not track complaints or valid complaints for its residential refuse collection service.
Cost Breakdown By %		
Personal Services	50.9%	
Operating Costs	30.6%	
Capital Costs	18.5%	
TOTAL	100.0%	
Cost Breakdown By \$		
Personal Services	\$ 285,123	
Operating Costs	\$ 171,194	
Capital Costs	\$ 103,774	
TOTAL	\$ 560,091	
<b>SERVICE PROFILE</b>		
FTE Positions--Collection	10.2	
FTE Positions--Other	0.0	
Tons Collected	8,250	
Residential Customers (# represents collection points)	9,300	
Collection Location	Curbside (Backyard for Disabled)	
Collection Frequency	1 X Week	
Size of Crews	2 Person (3) 1 Person (3)	
% Service Contracted	0%	
Service Fee	\$2.96/Month	
	Landfill Fee	
Type of Equipment	6 Semi-Automated Compactors	

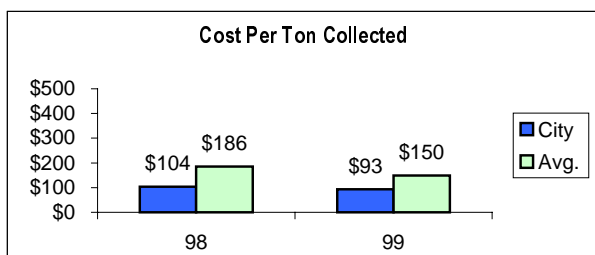
### FISCAL YEARS FY 1998 & 1999

Workload Measure



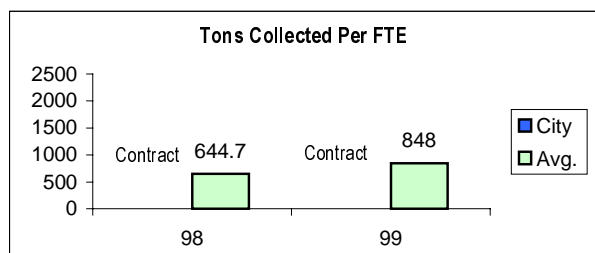
n = 12

Efficiency Measure



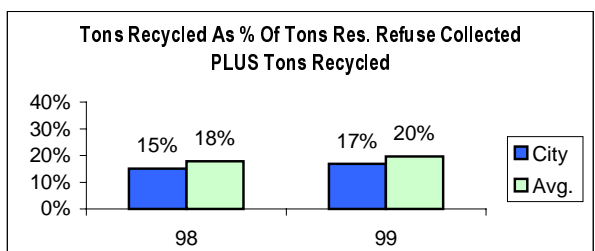
n = 12

Efficiency Measure



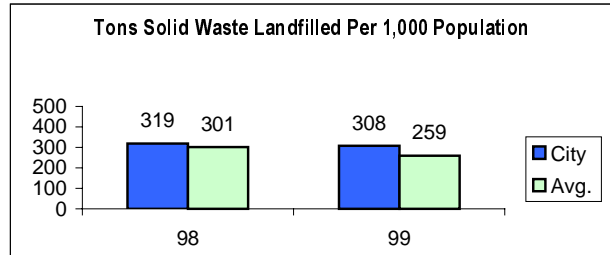
n = 4

Effectiveness Measure



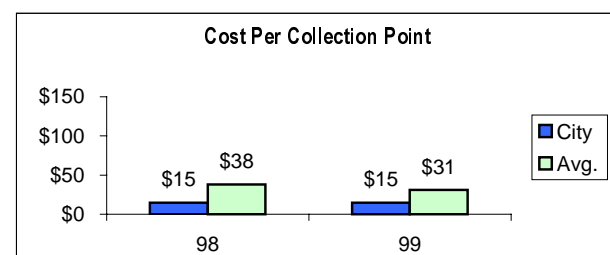
n = 11

Workload Measure



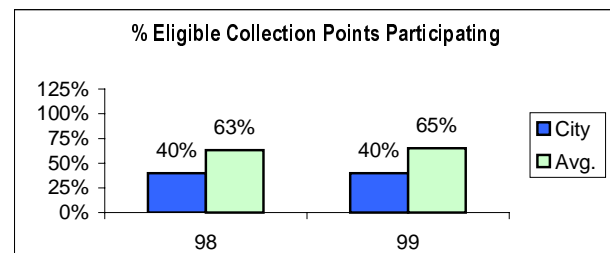
n = 12

Efficiency Measure



n = 12

Effectiveness Measure



n = 11

Salisbury uses the definition below as the basis for measuring "% Eligible Collection Points Participating":

PARTICIPATION RATE defined as the number of bins put at the curb at least one time per month compared with the total eligible for the service. The city provides weekly service.

# Salisbury

## Household Recycling

FY 1998-99

CITY PROFILE		EXPLANATORY INFORMATION
Population (State Planning as of 1998)	26,792	<b>Service Level and Delivery</b> Salisbury provides once-a-week curbside collection of recyclable materials from households. The city provides and pays for the fourteen-gallon recycling bins that residents use. Residents place materials commingled into the bins. The recyclable materials collected are:  glass—all colors newspaper magazines mixed paper and mail telephone books cardboard—2x3 broken down/cereal boxes plastics—No. 1 and No. 2 cans—all aluminum and steel
Land Area (Square Miles)	17.8	
Persons per Square Mile	1,509	
Topography	Gently Rolling	
County	Rowan	
Climate	Moderate; Some Snow & Ice	
Median Family Income (HUD Estimate For County—4/98)	\$39,200	
<b>FULL COST PROFILE</b>		<p>The city contracts 100 percent of its recycling program. The city charges a monthly recycling fee of \$1.44 and collected revenue of \$155,735 for FY 1998-99.</p> <p><b>Conditions Affecting Service, Performance, and Costs</b> The measure of tons collected per FTE is omitted since the employees of the contractor are not included in the performance data.</p>
Cost Breakdown By %		
Personal Services	0.0%	
Operating Costs	100.0%	
Capital Costs	0.0%	
TOTAL	100.0%	
Cost Breakdown By \$		
Personal Services	\$ -	
Operating Costs	\$ 155,616	
Capital Costs	\$ -	
TOTAL	\$ 155,616	
<b>SERVICE PROFILE</b>		
FTE Positions—Collection	0.0	
FTE Positions—Other	0.0	
Tons Collected	1,676	
Collection Points	10,300	
Collection Location	Curbside	
Collection Frequency	1 X Week	
# Drop-Off Centers	0	
% Service Contracted	100%	
Revenue from Recycling	\$155,735	
Revenue as % of Cost	101%	

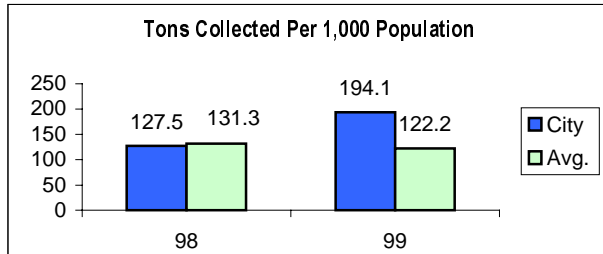
# Salisbury

## Yard Waste/Leaf Collection

FY 1998-99

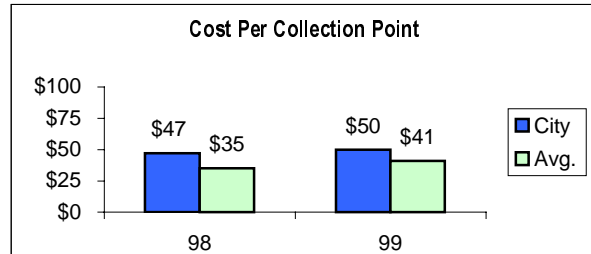
### FISCAL YEARS 1998 & 1999

Workload Measure



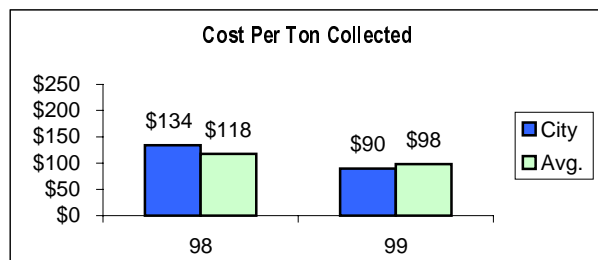
n = 12

Efficiency Measure



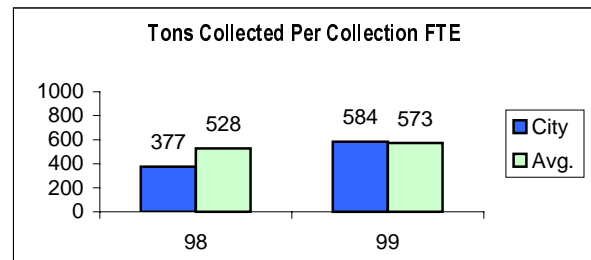
n = 12

Efficiency Measure



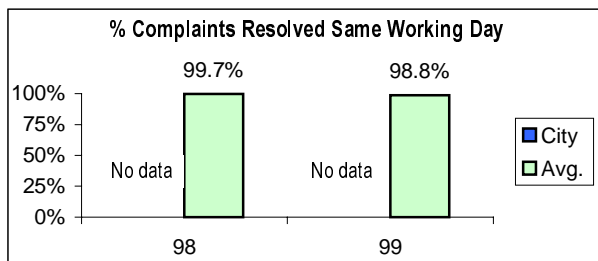
n = 12

Efficiency Measure



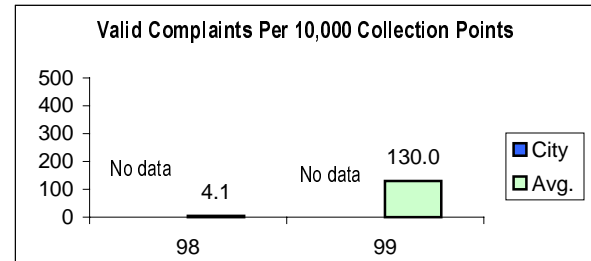
n = 11

Effectiveness Measure



n = 5

Effectiveness Measure



n = 6

# Salisbury

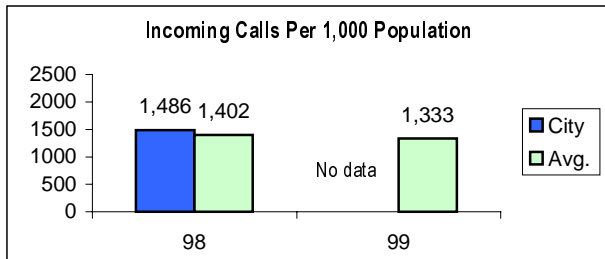
## Yard Waste/Leaf Collection

FY 1998-99

CITY PROFILE		EXPLANATORY INFORMATION
Population (State Planning as of 1998)	26,792	<b>Service Level and Delivery</b> Yard waste is picked up weekly at the curb in Salisbury. Yard waste includes limbs, shrubs, bagged grass clippings, and bagged leaves. It is collected the same day as trash and recycling materials for city residents.  Depending on need, one to three crews, each consisting of a driver and two laborers, collect yard waste from packer trucks. A two-member crew operating a knuckleboom truck is used to pick up large brush piles and limbs.  Loose leaves are collected from curbside during leaf season, running from mid October through March. Loose leaves are collected every third week during leaf season and bagged leaves are collected weekly with the regular yard waste program.
Land Area (Square Miles)	17.8	
Persons per Square Mile	1,509	
Topography	Gently Rolling	
County	Rowan	
Climate	Moderate; Some Snow & Ice	 The city did not charge a fee for its yard waste collection program during FY 1998-99.  <b>Conditions Affecting Service, Performance, and Costs</b> The city of Salisbury does not track either complaints resolved in the same working day or valid complaints for its yard waste and leaf collection programs.
Median Family Income (HUD Estimate for County-4/98)	\$39,200	
<b>FULL COST PROFILE</b>		
Cost Breakdown By %		
Personal Services	48.8%	
Operating Costs	33.7%	
Capital Costs	17.5%	
TOTAL	100.0%	
Cost Breakdown By \$		
Personal Services	\$ 229,167	
Operating Costs	\$ 158,304	
Capital Costs	\$ 82,126	
TOTAL	\$ 469,597	
<b>SERVICE PROFILE</b>		
FTE Positions-Collection	8.9	
FTE Positions-Other	0.0	
Collection Points	9,300	
Tons Collected		
Yard Waste	4,200	
Leaves	1,000	
Total	5,200	
Collection Frequency		
Yard Waste	1 X Week	
Leaf Collection	1 X Week	
Service Fee	None	

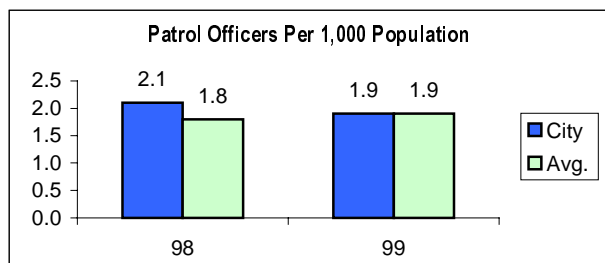
### FISCAL YEARS 1998 & 1999

Workload Measure



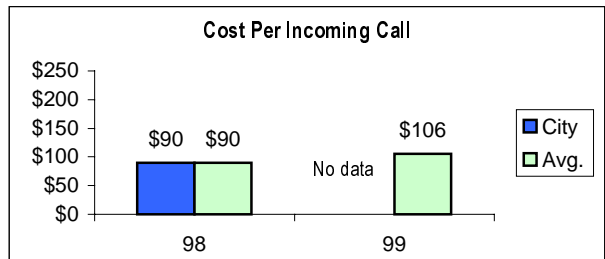
n = 13

Workload Measure



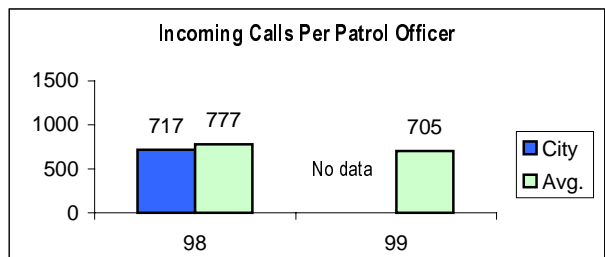
n = 14

Efficiency Measure



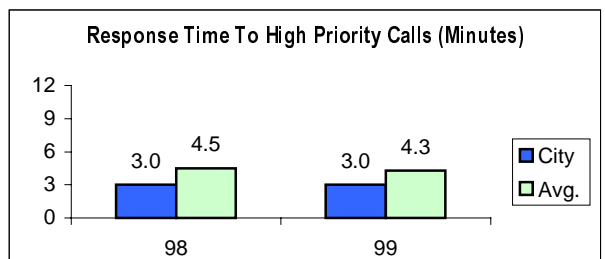
n = 13

Efficiency Measure



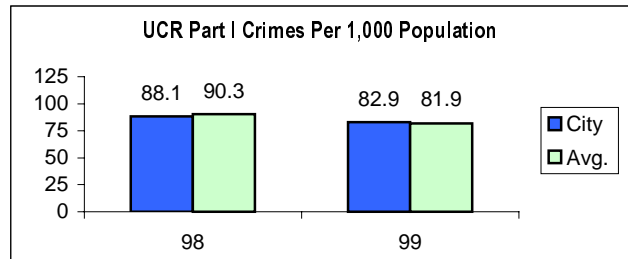
n = 13

Effectiveness Measure



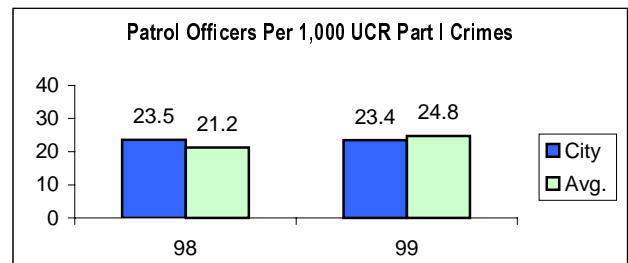
n = 13

Workload Measure



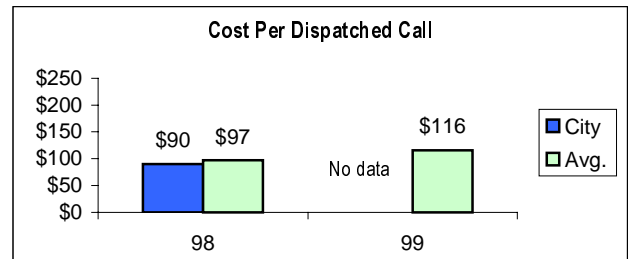
n = 14

Workload Measure



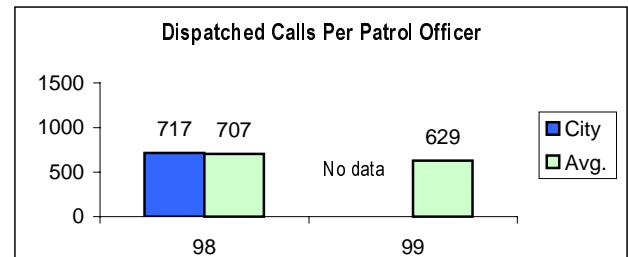
n = 14

Efficiency Measure



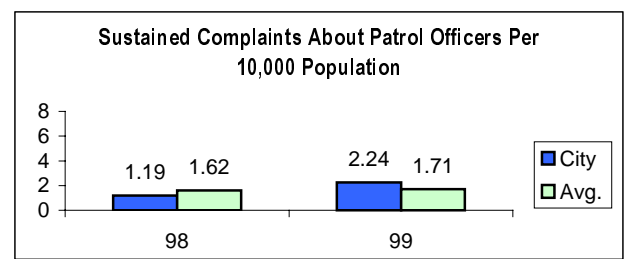
n = 13

Efficiency Measure



n = 13

Effectiveness Measure



n = 14



# Salisbury

**Police Patrol**

**FY 1998-99**

## CITY PROFILE

Population (OSP-98)	26,792
Land Area (Square Miles)	17.8
Persons per Square Mile	1,509
County	Rowan
Median Family Income (HUD Estimate for County-4/98)	\$39,200
Unemployment Rate	3.6%
UCR Part I Crimes Reported	
Homicide	5
Rape	24
Robbery	78
Assault	300
Burglary	310
Larceny	1,355
Auto Theft	134
Arson	16
<b>TOTAL</b>	<b>2,222</b>

## FULL COST PROFILE

Cost Breakdown By %	
Personal Services	57.0%
Operating Costs	33.7%
Capital Costs	9.3%
<b>TOTAL</b>	<b>100.0%</b>

Cost Breakdown By \$	
Personal Services	\$ 1,928,521
Operating Costs	\$ 1,140,153
Capital Costs	\$ 317,515
<b>TOTAL</b>	<b>\$ 3,386,189</b>

## SERVICE PROFILE

FTE Positions--Sworn	52.0
FTE Positions--Other	0.0
# Incoming Calls	NA
# Calls Dispatched	NA
UCR Part II Crimes Reported	NA
Traffic Accidents	1,909
Property Damage	\$4,652,605
Avg. # Years Service For Sworn Officers	5.2

## EXPLANATORY INFORMATION

### Service Level and Delivery

Salisbury's police department provides an array of police services, including a telephone response unit, a forensics laboratory, a canine unit, a special response unit, bicycle patrol, animal control, drug enforcement, and two school programs.

The city had seventy-six sworn officer positions authorized for FY 1998-99, including fifty-two patrol officers with an average length of service of 5.2 years. The police department is located in a two-story facility and employs four substations. Two substations are located in neighborhoods, one substation is located in the business district, and the other occupies an apartment in the Salisbury Housing Authority apartment complex.

Patrol officers work a 2,080 year and a variety of shift schedules, including a twelve-hour schedule, four days on and four off. Some work a ten-hour schedule with five days on and three off. The rotating twelve-hour shifts include augmented mid-hour shifts and late shifts that may be moved according to need.

The city defines high priority emergency calls as those crimes that are in progress, life threatening, or potential life threatening circumstances. Each officer is assigned a vehicle and allowed to take it home.

### Conditions Affecting Service, Performance, and Costs

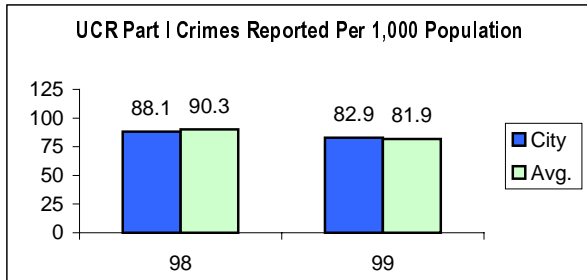
The city of Salisbury installed a new emergency communication system during FY 1998-99 and was unable to provide performance data for incoming calls and calls dispatched.

# Salisbury

## Police Investigations FY 1998-99

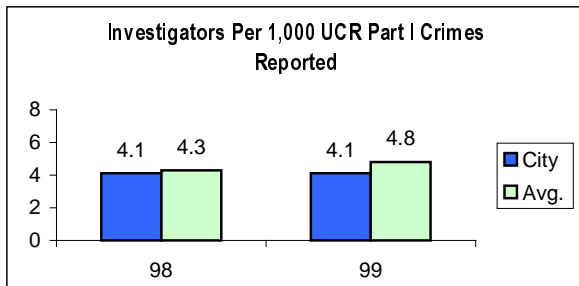
### Fiscal Years 1998 & 1999

Workload Measure



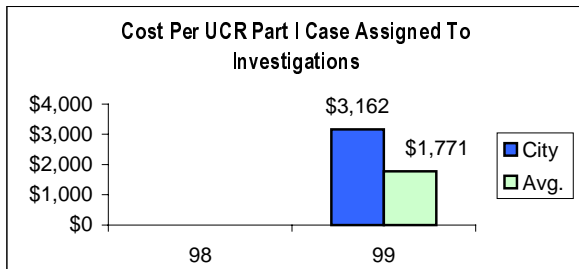
n = 14

Workload Measure



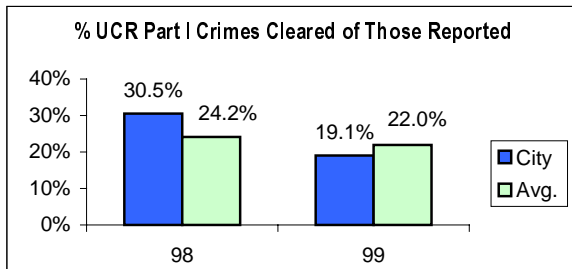
n = 14

Efficiency Measure



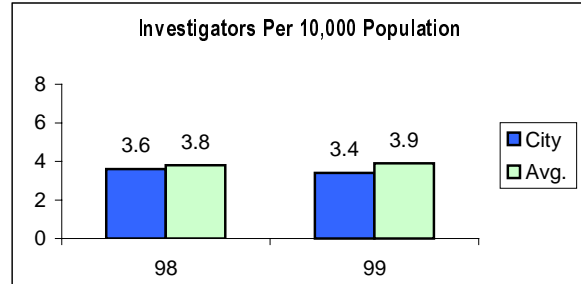
n = 12 \*\*Not measured in FY 1998

Effectiveness Measure



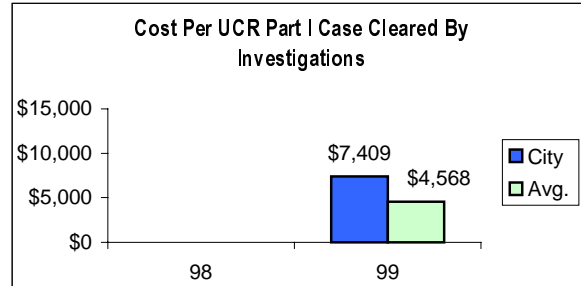
n = 14 \*\*Crimes cleared total for entire department

Workload Measure



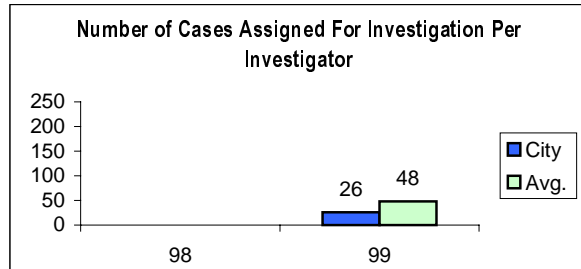
n = 14

Efficiency Measure



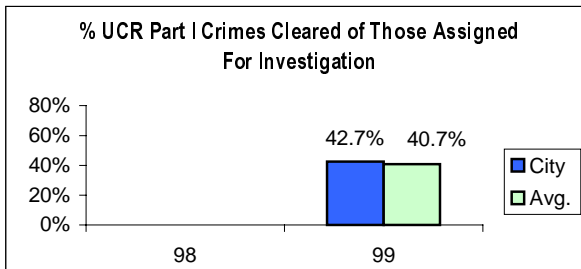
n = 12 \*\*Not measured in FY 98

Efficiency Measure



n = 12 \*\*Not measured in FY 1998

Effectiveness Measure



n = 11 \*\* Not measured in FY 98

# Salisbury

## Police Investigations

FY 1998-99

CITY PROFILE		EXPLANATORY INFORMATION
Population (OSP-98)	26,792	<b>Service Level and Delivery</b> Police investigations had nine sworn investigator positions authorized for FY 1998-99 with an average length of service of thirteen years. The city also budgeted one clerical position for the same fiscal year.
Land Area (Square Miles)	17.8	
Persons per Square Mile	1,509	
County	Rowan	Investigators in Salisbury work a 42.5 hour week, Monday through Friday from 8:30 a.m. to 5:00 p.m. The investigators are called back as needed.
Median Family Income (HUD Estimate for County-4/98)	\$39,200	
Unemployment Rate	3.6%	
UCR Part I Crimes Reported		Police investigations was assigned 232 cases for FY 1998-99 and cleared 99 cases. The police department was successful in clearing 424 cases. The department did not receive any complaints during the fiscal year against investigative officers.
Homicide	5	
Rape	24	
Robbery	78	<b>Conditions Affecting Service, Performance, and Costs</b> FY 1997-98 performance data are not reported for the following measures: cost per UCR Part I cases cleared by investigations, cost per UCR Part I cases assigned to investigations, and number of cases assigned for investigations per investigative officer.
Assault	300	
Burglary	310	
Larceny	1,355	The cost per UCR Part I cases cleared by investigations and cost per UCR Part I cases assigned to investigations were changed from investigative cost per Part I crime cleared by the police department and investigative cost per Part I crime reported to the police department, respectively. The changes were made to ensure that both cost and performance were derived from the same function.
Auto Theft	134	
Arson	16	
TOTAL	2,222	The number of cases assigned for investigations per investigative officer represents a new performance measure and was not contained in the FY 1997-98 performance and cost data report.
<b>FULL COST PROFILE</b>		
Cost Breakdown By %		
Personal Services	67.3%	
Operating Costs	24.5%	
Capital Costs	8.2%	
TOTAL	100.0%	
Cost Breakdown By \$		
Personal Services	\$ 493,792	
Operating Costs	\$ 179,356	
Capital Costs	\$ 60,381	
TOTAL	\$ 733,529	
<b>SERVICE PROFILE</b>		
FTE Positions-Sworn	9	
FTE Positions-Other	1	
Part I Crimes Assigned to Investigations		
Persons	70	
Property	162	
Total	232	
Part I Crimes Cleared by Investigations		
Persons	33	
Property	66	
Total	99	
Avg. # Years Service For Sworn Officers	13	

# Salisbury

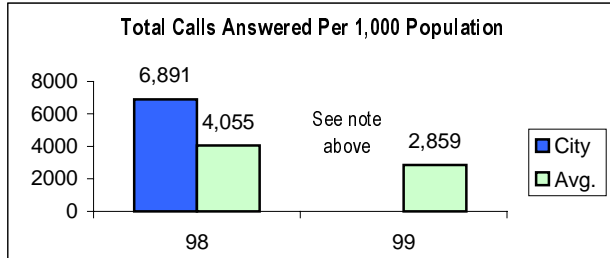
## Emergency Communications

FY 1998-99

### FISCAL YEARS 1998 & 1999

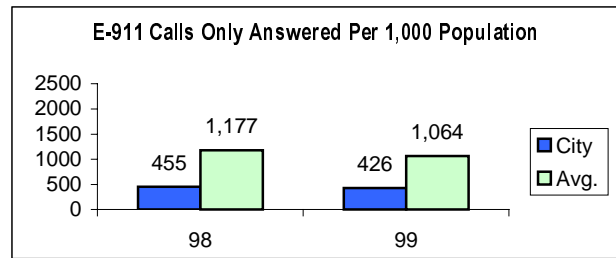
**NOTE: Data on total number of calls not available for FY 1999**

Workload Measure



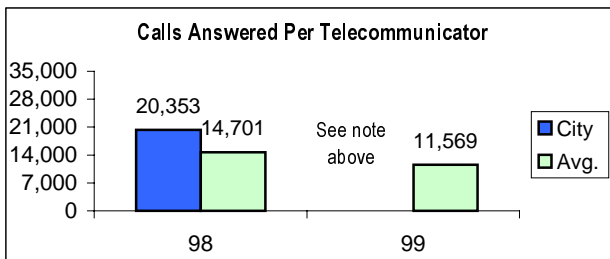
n = 9

Workload Measure



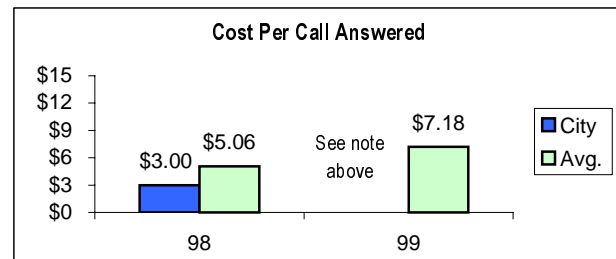
n = 7

Efficiency/Workload Measure



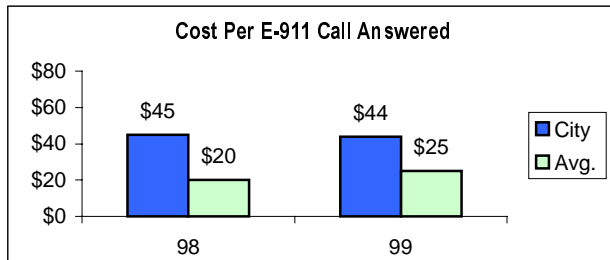
n = 9

Efficiency Measure



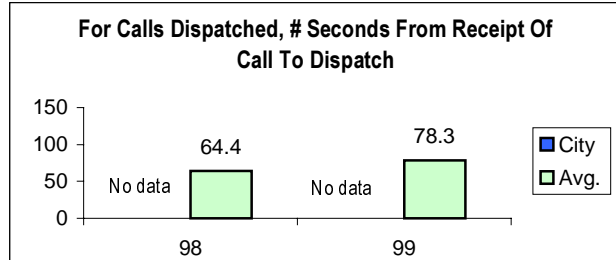
n = 9

Efficiency Measure



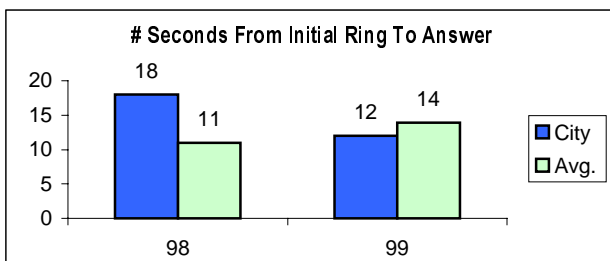
n = 7

Effectiveness Measure



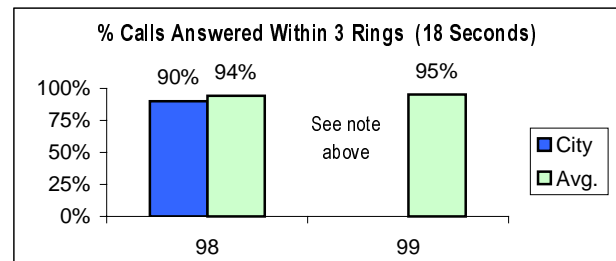
n = 7

Effectiveness Measure



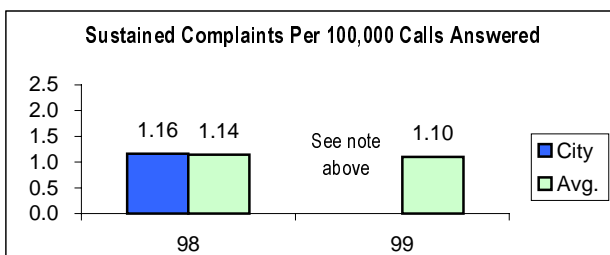
n = 8

Effectiveness Measure



n = 7

Effectiveness Measure



n = 9

**\*\*NOTE: 1 Ring = 6 Seconds**

\*Receipt of call = time of first ring of telephone

\*Dispatch of call = time to beginning of dispatch

<h1 style="margin: 0;">Salisbury</h1>	<h2 style="margin: 0;">Emergency Communications</h2> <h3 style="margin: 0;">FY 1998-99</h3>
---------------------------------------	---------------------------------------------------------------------------------------------

CITY PROFILE		EXPLANATORY INFORMATION
Population (OSP-98)	26,792	<b>Service Level and Delivery</b> The emergency communications center is located in the police department and processes 911 emergency and nonemergency calls. It dispatches police and other emergency response units as necessary. Many of the calls come directly to the center. Others from city residents go initially to the Rowan County communications center and are then immediately switched to the city's police communication center. The city's center operates twenty-four hours a day, seven days a week.
Land Area (Square Miles)	17.8	
Persons per Square Mile	1,509	
County	Rowan	
Median Family Income (HUD Estimate for County-4/98)	\$39,200	The city owns its communications equipment, including infrastructure. The system is a Motorola 800 Mhz trunked Smartnet system with a single site, twenty channel analog and two Ghz microwave sites. Approximately 1,650 users are on the system.
Unemployment Rate	3.6%	
Population Growth (OSP 1990-1998)	13.8%	
FULL COST PROFILE		Salisbury's center did not report total calls for FY 1998-99. It only reported calls taken and dispatched for 911 calls. The city defines highest priority emergency calls as crimes in progress and, calls involving injury or imminent injury to a person.
Cost Breakdown By %		
Personal Services	57.3%	
Operating Costs	40.3%	
Capital Costs	2.4%	<b>Conditions Affecting Service, Performance, and Costs</b>
TOTAL	100.0%	
Cost Breakdown By \$		
Personal Services	\$ 290,687	
Operating Costs	\$ 203,934	
Capital Costs	\$ 12,405	
TOTAL	\$ 507,026	
SERVICE PROFILE		
FTE Positions		
Telecommunicators	10.5	
Other	1.0	
Total Incoming Calls	NA	
Total 911 Calls	11,400	
Total Calls Dispatched	NA	
Highest Priority Calls	NA	
E-911 Fee	No	
Revenue from Fee	NA	
Number of Complaints	3	
Number of Sustained Complaints	1	
800 MHZ. System	Yes	

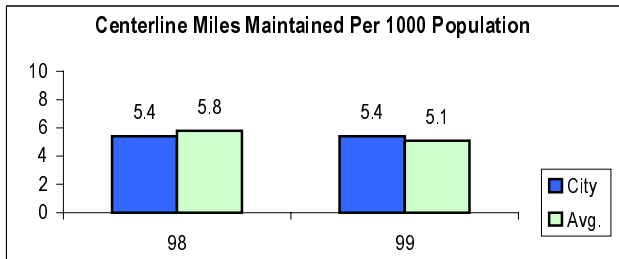
# Salisbury

## Street Pavement Maintenance

FY 1998-99

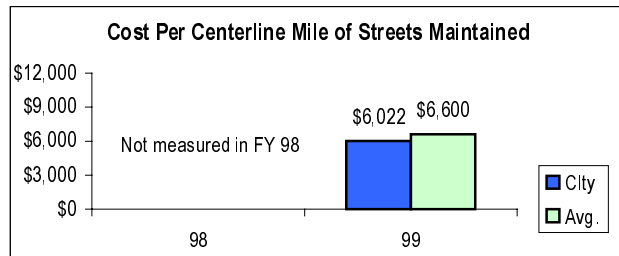
### FISCAL YEARS 1998 & 1999

Workload Measure



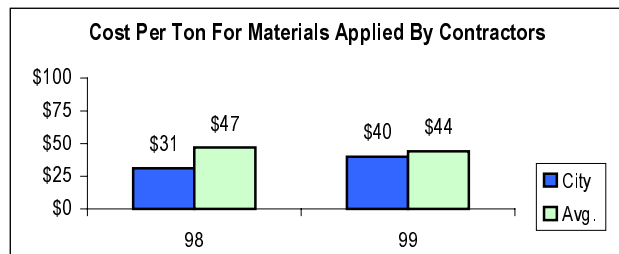
n = 11

Efficiency Measure



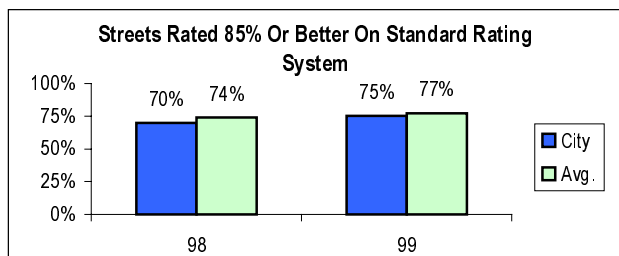
n = 11

Efficiency Measure



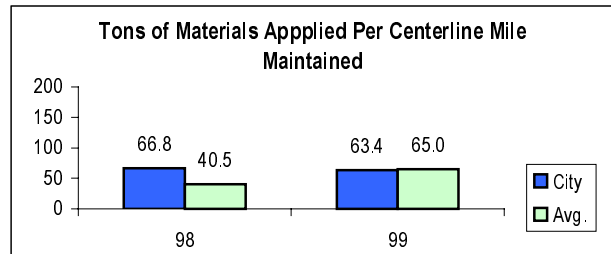
n = 10

Effectiveness Measure



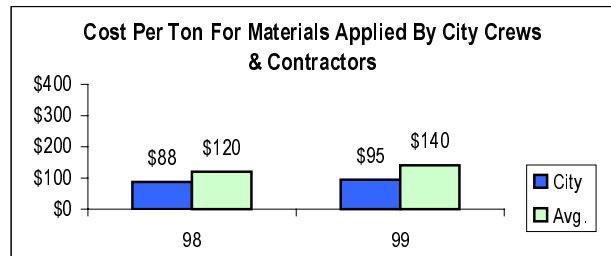
n = 9

Workload Measure



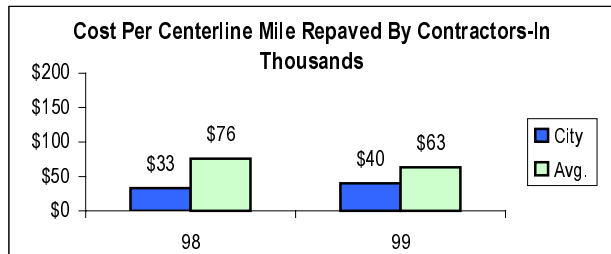
n = 11

Efficiency Measure



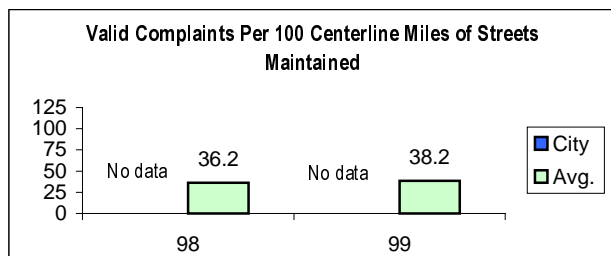
n = 11

Efficiency Measure



n = 10

Effectiveness Measure



n = 6

# Salisbury

## Street Pavement Maintenance

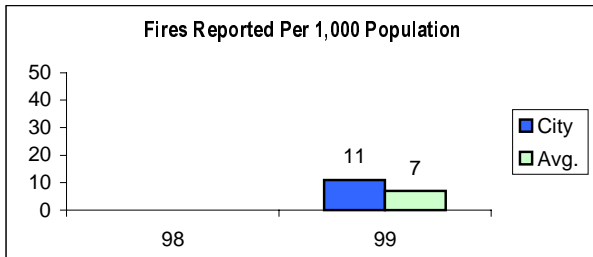
FY 1998-99

CITY PROFILE		EXPLANATORY INFORMATION
Population (State Planning as of 1998)	26,792	<b>Service Level and Delivery</b> The city of Salisbury was responsible for maintaining 145.5 centerline miles during FY 1998-99. The city resurfaced a total of 7.92 centerline miles, all under contract. The 7.92 centerline miles resurfaced equates to approximately 5 percent of total centerline miles.  The total tons of materials used during the fiscal year were 9,225, representing 8,000 tons used under contract and 1,225 used by city crews for maintenance and repair. The average resurfacing depth used by the contractor was 1.5 inches.  The city reported that 75.2 percent of city streets rated 85 or above on its ITRE rating. The last rating was conducted in 1998.  The city of Salisbury did not report valid complaints received during FY 1998-99 and did not report the percentage of hazardous pavement conditions responded to within twenty-four hours.
Land Area (Square Miles)	17.8	
Persons per Square Mile	1,509	
Topography	Gently Rolling	
County	Rowan	
Climate	Moderate; Some Snow & Ice	<b>Conditions Affecting Service, Performance, and Costs</b>
Median Family Income (HUD Estimate for County-4/98)	\$39,200	
<b>FULL COST PROFILE</b>		
Cost Breakdown By %		
Personal Services	23.9%	
Operating Costs	63.0%	
Capital Costs	13.1%	
TOTAL	100.0%	
Cost Breakdown By \$		
Personal Services	\$ 209,454	
Operating Costs	\$ 552,002	
Capital Costs	\$ 114,722	
TOTAL	\$ 876,178	
<b>SERVICE PROFILE</b>		
FTE Positions-City Workers	7.7	
FTE Positions-Other	0.0	
Centerline Miles Maintained	145.5	
Centerline Miles Resurfaced-Contract	7.9	
Centerline Miles Resurfaced-City	0.0	
Total	7.9	
Tons of Materials Used		
Contracts	8,000	
City	1,225	
Total	9,225	
Linear Feet Curb & Gutter Repaired/Replaced	2,012	
Registered Vehicles	20,282	
Registered Vehicles/Square Mile	1,142	

### FISCAL YEARS FY 1998 & 1999

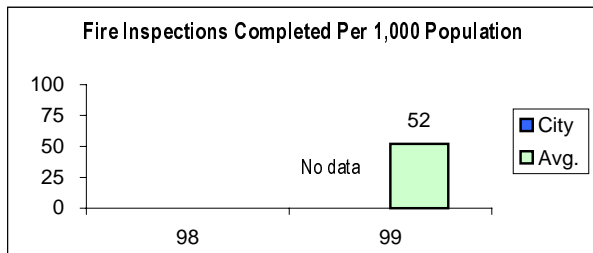
**NOTE: Fire Services new study area in FY 1999.**

Workload Measure



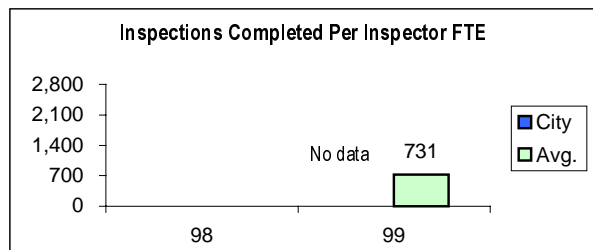
n = 11

Workload Measure



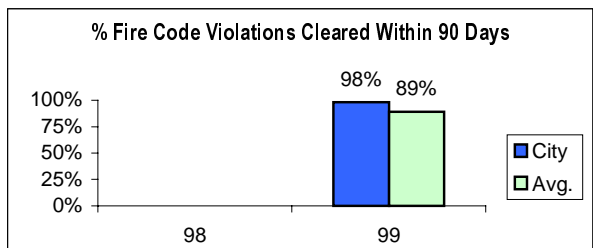
n = 12

Efficiency Measure



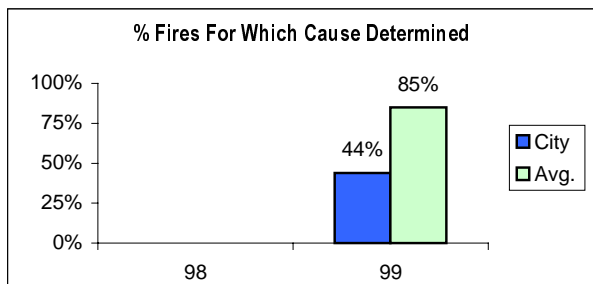
n = 11

Effectiveness Measure



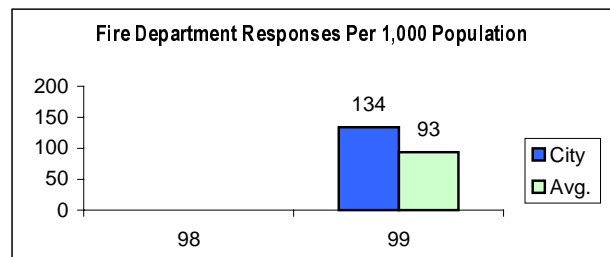
n = 10

Effectiveness Measure



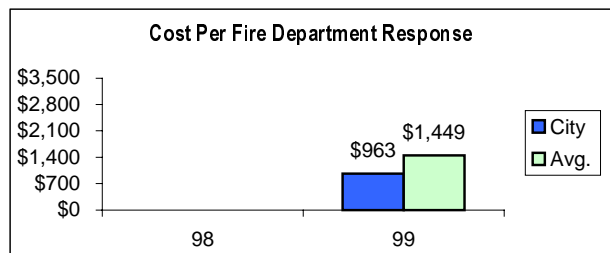
n = 10

Workload Measure



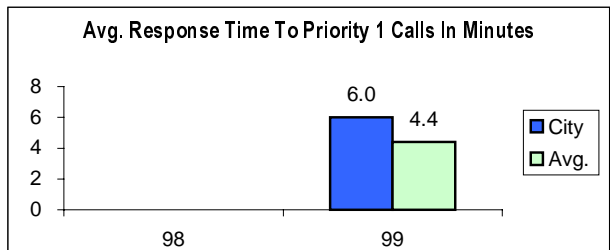
n = 13

Efficiency Measure



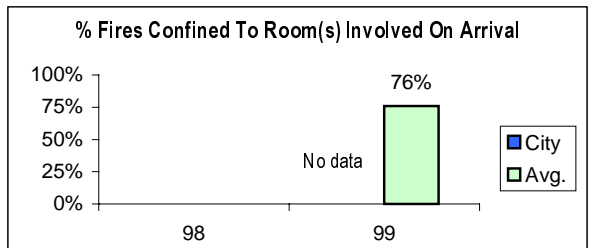
n = 13

Effectiveness Measure



n = 12

Effectiveness Measure



n = 7



# Salisbury

## Fire Services

FY 1998-99

CITY PROFILE		EXPLANATORY INFORMATION
Population Served	26,792	<b>Service Level and Delivery</b> The statement of purpose for the Salisbury fire department is to provide capable, well-trained personnel and necessary equipment to suppress fires and effectively manage hazardous chemical accidents that may occur in our community related to transportation or industry; to provide rescue services as needed and basic life support through an updated First Responder Program; and to work toward a more fire safe community through loss prevention activities, including inspections, code enforcement, minimum housing activities, and public education programs.
Land Area Served (Square Miles)	17.6	
Persons Served per Square Mile	1,522	
Topography	Gently Rolling	
County	Rowan	
Climate	Moderate; Some Snow & Ice	The fire department contained the following divisions in FY 1998-99: fire control, loss prevention, training, and logistics.
<b>FULL COST PROFILE</b>		The fire department reported a total response time of 5:00, including 1:00 for dispatch time, 1:00 for turnout time, and 3:00 for travel time.
Cost Breakdown By %		
Personal Services	57.5%	
Operating Costs	31.3%	The city had an ISO rating of 2 for FY 1998-99.
Capital Costs	11.2%	
TOTAL	100.0%	
Cost Breakdown By \$		The fire department did not report the number of inspections completed during the fiscal year. The city did report that four fire inspectors were certified, including one battalion chief fire marshall and three inspector captains.
Personal Services	\$ 1,994,233	
Operating Costs	\$ 1,082,136	
Capital Costs	\$ 389,876	<b>Conditions Affecting Service, Performance, and Costs</b> The total number of reported fires of 290 and the number of fire responses of 290 represent the total number of actual fires for Salisbury.
TOTAL	\$ 3,466,245	
<b>SERVICE PROFILE</b>		
FTE Positions–Firefighters	54	
FTE Positions–Other	11	
Fire Stations	3	
Amount of Property Protected	\$1,100,255,802	
Fire Apparatus		
Pumpers	3	
Aerial trucks	1	
Reserve equipment/other	8	
Total	12	
Fire Department Responses		
Fires	290	
Medical	1,871	
False Alarms	429	
Other	1,009	
Total	3,599	
Engine Companies	3	
Total Fires Reported	290	
Total Structural Fires Reported	105	

